

# The Dean's Newsletter: October 15, 2001

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## Selecting a Health Plan that Provides Access to Stanford Faculty

As you likely know, there have been a number of important changes to the health care plans available to faculty and staff of the Medical Center and Stanford University and its School of Medicine. One of the important questions is which plans will permit subscribers to have access to Stanford School of Medicine faculty. Because this question is being asked frequently and since this is "open enrollment season", I thought it important to pass on the following information. For calendar year 2002 the only health plan option that will be available to University and School of Medicine employees that provides for full access to Stanford Faculty Physicians is the Cigna PPO plan. We recognize that this option will be more expensive, but it will provide employees full access to a Stanford Faculty Physician, they should select the Cigna PPO at open enrollment.

## Thanks to Dr. Gene Bauer

On Monday, October 8th, we received the [official announcement](#) from Dr. Gene Bauer that he plans to step down from his position of Vice President for the Medical Center effective December 1st. At the same time we received notification by President John Hennessy that he does not plan to fill the position of Vice President. Instead, he has appointed a Medical Center Executive Committee to integrate and coordinate the intersecting activities of the School of Medicine, Stanford Hospital & Clinics, and the Lucile Packard Children's Hospital (see below).

Having known about Dr. Gene Bauer's decision for the past several months, I want to take this moment to thank him personally and publicly for all that he has done for the School of Medicine and the Medical Center during his tenure as Dean, Dean/VP and, most recently, Vice President. Those who have been here during the past several years are well aware how very challenging this period has been for medicine in general and Stanford in particular. Dr. Bauer and his colleagues worked diligently to forge the merger between Stanford and UCSF, only to have to unwind those significant efforts in the Spring of 2000. Despite these very significant challenges, the Medical School

continued to flourish during Dr. Bauer's leadership, marked by important new faculty recruitments, key leadership appointments, new research facilities and the continued attraction of exceptional medical and graduate students.

On a personal note, I want to thank Dr. Bauer for the tremendous support and help he has provided to me since I arrived in April. He has been a true friend and colleague. I also want to thank Mrs. Gloria Bauer for her dedication and commitment to the School, Medical Center and University. Together, Gene and Gloria Bauer have made an important difference and we owe them our gratitude and appreciation.

I look forward to a more formal opportunity to thank the Bauers and wish them well, especially during Gene's well-deserved upcoming year of sabbatical.

### **Appointment of the Medical Center Executive Committee**

As noted above, with the decision to not replace the position of Vice-President, President John Hennessy has announced the formation of the Medical Center Executive Committee. While recognizing that the Stanford University School of Medicine, the Stanford Hospital and Clinics, and the Lucile Packard Children's Hospital each have a separate and somewhat distinct mission, the overall success of both the combined entity and the individual components depends on a strong working relationship among the three organizations. Working in conjunction with the Board of Trustees, the hospitals' Boards of Directors, the Governing Council, SHC's senior management and LPCH's Executive Committee will oversee the planning and coordination of the school and the two hospitals to ensure the strong working relationship among the three organizations continues. The team will be involved in a wide range of issues, including strategic planning, contracting, clinical productivity, financial performance, funds flow, compensation and changes in clinical programs. The will also work to resolve conflicts within the Medical Center through communication, shared values and creative compromise. The members of the Medical Center Executive Committee include the Dean of the School of Medicine, who serves as Chair, and the CEOs of Stanford Hospital and Clinics and the Lucile Packard Children's Hospital. At their discretion, additional individuals from the School or Hospitals will be invited to participate.

It should also be noted that with the elimination of the position of Vice-President, the CEOs of each hospital will have their primary reporting relationship to their respective Board of Hospital Directors. The Dean will continue to report to the Provost and President. The first meeting of the Medical Center Executive Committee was held on Monday, October 15<sup>th</sup>. The Committee will meet weekly or, if necessary, more frequently.

Clearly every new organizational structure has its opportunities and challenges. Regardless of the organizational structure, however, is the need for a broad vision and commitment to the future of the School and its very important relationships with SHC and LPCH. I am confident that the Dean and CEOs will work together closely to assure that these important interrelationships, and the value they bring to our patients and

community, are sustained and enhanced.

### **Medical Center Committee of the Board of Trustees: Clinical Research**

Among the topics discussed at the Medical Center Committee of the Stanford University Board of Trustees meeting on Monday, October 8<sup>th</sup>, was the role of the Medical School in clinical research. Dr. Charles Prober, Professor of Pediatrics and of Microbiology & Immunology and Chair of the Dean's Task Force on Clinical Research, provided an excellent summary of clinical research and the important role it plays for our faculty, students and trainees, School and Hospitals. Dr. Prober's presentation focused primarily on "patient-oriented" clinical research, including translational research, the development of new technologies, studies of mechanisms of human disease, epidemiological studies, behavioral studies, outcomes and health care services studies and clinical trials. Dr. Prober also differentiated between clinical care (i.e., the practice of medicine on a single patient, without an attempt to gain systematic knowledge from the intervention), and clinical research (i.e., the conduct of a controlled and regulated approach to patient care that is explicitly designed to gain systematic knowledge from the intervention). He further demonstrated the important results that have been accrued to the conduct of clinical research, illustrating the impact of AIDS and pediatric cancer, and pointed out why an investment in clinical research is so important to an academic medical center.

At the same time, conducting clinical research necessitates scrupulous care and attention to assure human subject safety. Because this necessarily carries risk, Dr. Ann Arvin, Professor of Pediatrics and of Microbiology & Immunology and Associate Dean for Research, Stanford University, reviewed the various University Policies governing research compliance and human safety. Dr. Arvin noted that the Office of the Dean of Research, at the University level, has the responsibility to oversee all the panels which evaluate the research risks. These include the Institutional Review Boards (IRBs), Biological Safety, Radiation Safety, and Laboratory Animal Care Regulations. Policies regarding research are governed by the US Department of Health & Human Services, the NIH, FDA, VA and Stanford University.

A fundamental tenet is that no human subject may participate in research without IRB approval and informed consent. In considering proposals, the IRB must consider the risks vs. anticipated benefits, if any, for the individual. They must also give special consideration to research involving pregnant women, fetuses, children, or the cognitively impaired. In addition, consideration is given to the importance of knowledge reasonably expected to result from the research and the adequacy of the informed consent.

Currently there are three IRBs operating at Stanford under the Direction of Ms. Kathy McClelland. Rodney Johnson serves as the Liaison to the Legal Office. Faculty participation is critical to the success of the IRBs along with that of lay members.

Three IRBs review medical research. Detailed information is available through [www.stanford.edu/dept/DoR/rph/](http://www.stanford.edu/dept/DoR/rph/)

## **Medical Grand Rounds On October 18th Will Address Bioterrorism**

Recognizing that it is a sad testimony on society that the medical profession must turn its attention to bioterrorism, the unfolding world tragedies make this a necessity. At the Internal Governing Board on Friday, October 12<sup>th</sup>, discussion about the Hospital and Medical School's disaster plans and state of preparedness to new threats was addressed. Formal recommendations will be forthcoming in the next several days.

Further recognizing the many concerns that have arisen due to the anthrax cases reported these past weeks, the topic for [Medical Grand Rounds](#) on Thursday, October 18<sup>th</sup> has been changed to **Physician Preparedness for Bioterrorism**. The speaker, Dr. Shelley Salpeter, a faculty member at Santa Clara Valley and a clinical professor at Stanford, has been working in conjunction with the Santa Clara County Public Health Department on this issue. Medical Grand Rounds are held in the Fairchild Auditorium on Thursday mornings at 8:00 a.m.

## **Strategic Planning Retreat Update**

As reported in the [September 17<sup>th</sup> Dean's Newsletter](#), we will be holding a Strategic Planning retreat February 8-10, 2002. In order to make the retreat effective, we will be doing a great deal of pre-work. During the next couple of months eight working groups will be defining the mission, vision and strategic initiatives for their respective areas. These groups will be working under a strict timeline and with clearly stated objectives. Discussions will come back to the Executive Committee for updates and to ensure that the efforts of all groups are integrated. In addition, we will be scheduling Town Meetings so that the larger Medical School audience can participate in this process. The goal of the retreat will be to identify those priorities we think are the most compelling and important to our future. This will also help to inform our fundraising strategies.

Following the retreat we will hold on-site meetings focusing on specific areas in more detail. Once a year we will hold a Leadership Retreat so we are sure to stay in touch with our mission. In this way the February retreat will function as a catalyst to future strategic work and related planning efforts.

## **Space Planning Update**

As you may also recall from the [September 17<sup>th</sup> Dean's Newsletter](#), a Space Inventory is currently underway. The focus of this inventory, being led by Dr. James Nelson, is to identify how much space is in each of the Departments, how it's being used and who is occupying it. The goal of this inventory is to obtain data that will be used to inform how resources are allocated. I greatly appreciate the help being provided by the DFAs and the Chairs to complete this important process.

## **Congratulations to Dr. Steve Galli**

It is a pleasure to inform you that [Stephen Galli, M.D.](#), Mary Hewitt Loveless, M.D. Professor in the School of Medicine and Chair of the Department of Pathology and Professor of Microbiology and Immunology, has been elected to membership in the

[Accademia Nazionale dei Lincei](#) (the National Academy of the Lynxes). His official induction will take place in November. The President of the Italian Republic will receive the newly elected members of the *Lincei* at the Quirinale Palace on November 14<sup>th</sup>.

Dr. Galli was recognized for his work on the regulation of mast cell and basophil development and function. Galli's group developed methods to grow populations of mast cells *in vitro*, from either hematopoietic progenitors or from embryonic stem cells, and to use such mast cells to repair selectively the profound mast cell deficiency of genetically mast cell-deficient mice. Galli's group and others now use such "mast cell-reconstituted genetically mast cell-deficient mice" to define the specific contributions of mast cells, and of individual mast cell receptors, signaling pathways or products, to the expression of diverse adaptive or pathological biological responses *in vivo*.

The history of the *Accademia Nazionale dei Lincei* is notable, as it was founded in 1603 by 18-year-old Federico Cesi, the Marquis of Monticelli. The desire of the founders was to "see into the secrets of nature with a perception as acute as that of the lynx", hence the Academy's name. Recognized as the oldest secular scientific academy in the Western world, it has participated in its share of historical events, including siding with early member Galileo Galilei (who became a Lyncean in 1611) during his dispute with the church at Rome over the tenets of Copernicus.

Please join me in congratulating Dr. Galli. Clearly this is both a personal and an ancestral accomplishment!

### **Congratulations to Medical Student Melanie Watkins**

I was very pleased to learn from Dr. Ron Garcia that Melanie Watkins was selected as the 2001 [Herbert Nickens Scholar](#) based on her outstanding community work and scholarship. Ms. Watkins will receive her award during the [annual meeting](#) of the [American Association of Medical Colleges](#) that will be held Washington, D.C. in early November.

### **Appointments and Promotions**

I am pleased to announce that the Advisory Board has approved the following promotions and appointments:

- **Robert Rouse** has been promoted to Professor of Pathology at SUMC, effective 9/1/01.
- **Athena Cherry** has been promoted to Associate Professor Pathology at SUMC, effective 9/1/01.
- **Nishino Seiji** has been promoted to Associate Professor (Research) of Psychiatry and Behavioral Sciences, effective 10/1/01.
- **Yvonne Karanas** has been appointed Assistant Professor (Plastic & Reconstructive Surgery) at SUMC, effective 9/1/01.

- **Karl Sylvester** has been appointed Assistant Professor (Pediatric Surgery) at SUMC, effective 9/1/01.
- **Barbara Sourkes** has been appointed Associate Professor of Pediatrics and of Psychiatry & Behavioral Sciences at LPCH, effective 9/1/01.

Congratulations to all.